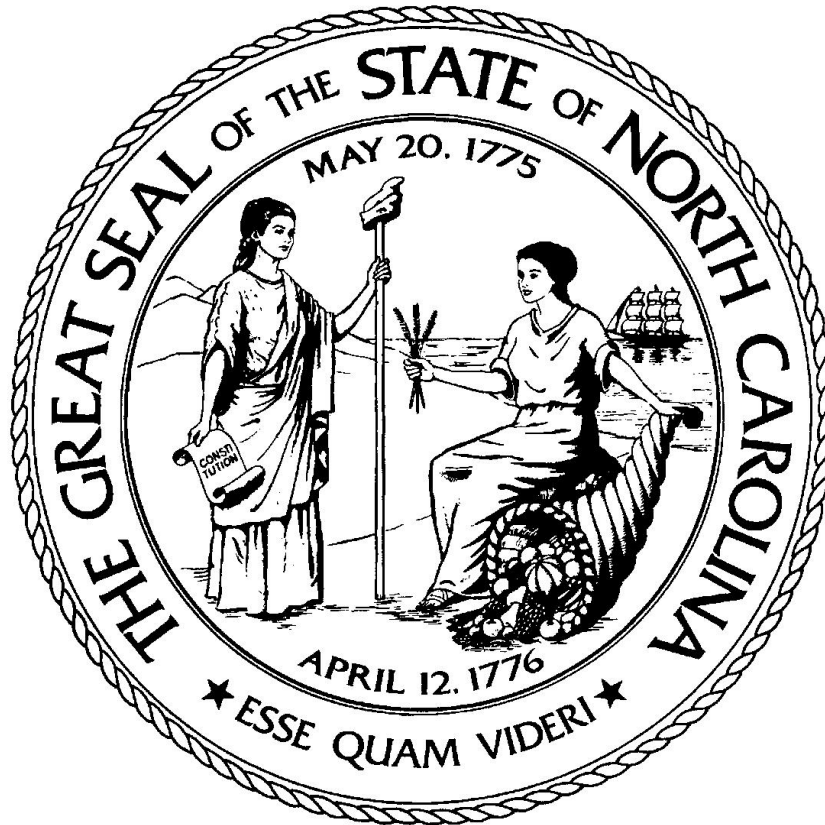# North Carolina Department of Revenue

Strategic Plan

2021 – 2023

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Contents

1. Strategic Plan Executive Summary

The North Carolina Department of Revenue ("NCDOR") is charged with administering the tax laws and collecting the taxes due to fund public services for the State. The NCDOR will carry out this mission in an impartial, consistent, secure, and efficient manner.

In 2018, after employee input, "secure" was added to the mission statement. The Strategic Plan focuses on increasing protection of the NCDOR's most crucial and sensitive assets, including sensitive taxpayer financial information, from external threats. As mandated by a new state law and the Internal Revenue Service, the NCDOR requires a higher information security standard than other State agencies. Thus, information technology resources are being realigned and relocated to meet heightened security standards.

The NCDOR will continue to modernize and innovate our system for processing tax returns and enhance our on-line and telephony resources to improve taxpayer interactions and make it easier for taxpayers to comply with tax filings. NCDOR will implement a new collection case management capability which allows enhances NCDOR's ability to collect taxes due in an impartial, consistent, secure, and efficient manner.

Like many other agencies, a challenge the NCDOR is facing is the recruitment and retention of talent amid increasing retirements. The NCDOR seeks to address this by creating a formal talent management program that is responsible for the alignment of competencies to business strategies. Overall, the NCDOR strives to cultivate an environment that encourages innovation in processes, technology, tax administration, and service delivery in order to carry out its mission and serve the people of North Carolina.

2. Mission, Vision, and Values

Agency Mission Statement

To fund public services benefiting the people of North Carolina, we administer the tax laws and collect the taxes due in an impartial, consistent, secure, and efficient manner.

Agency Vision Statement

Together, we are a SMART organization because we:

- Safeguard customer information
- Maintain a knowledgeable workforce
- Achieve a high level of understanding and compliance
- Respond with accurate information through innovative services
- Treat our customers fairly

Agency Values

The Agency has Core Values that are the expectation of all who work here:

- Professionalism
- Accountability
- Integrity
- Respect

3. Goals, Objectives, and Performance Measures

Goal 1 – Improve HR Processes	
Objective 1.1 Reduce time to hire by 25%	**Performance Milestones** • Provide ServiceNow access to all hiring managers to increase transparency • Define and map the current state of the hiring process and timelines • Identify bottlenecks and or single points of failure • Utilize process engineer(s) to identify and areas for improvement • Make suggestions to improve processes Define Service Level Agreements for critical steps in the hiring process
Objective 1.2 Improve the NCVIP experience and transparency in ratings	**Performance Milestones** • Create a NCVIP standardized Excel template with clear instructions and definitions to be utilized Agency-wide Develop and deliver mandatory Agency-wide training on the NCVIP tool, template, and the performance management process for all employees
Objective 1.3 Improve onboarding process	**Performance Milestones** • Add service level agreements to each task in Service Now • Add more specific short descriptions in Service Now Update access management templates

Goal 2 – *Review/ define Key Performance Indicators (KPI) related to internal customer supplier relations in order to improve efficiencies and monitor for quality*	
Objective 2.1 Develops guidelines to determine KPIs for each of the Department's major processes.	**Performance Measure or Milestone** • Complete pilot project to develop KPIs for one major process. • Create guidelines for each Division to determine KPIs for each major process.
Objective 2.2 Develop and plan ongoing evaluation of metrics and process management.	**Performance Measure or Milestone** • Develop framework for evaluation and communication. • Determine frequency of evaluation and communication.

Goal 3 – Improve Personnel Safety and Security	
Objective 3.1 Develop a policy, procedure and implementation plan to support deployment of personal duress alarms by May 31, 2020 (complete)	**Performance Measure or Milestone** • Policy development • Procedures development • Implementation plan to support deployment of personal duress alarms
Objective 2.2 Improve procedures for providing taxpayers a method to verify DOR employee identity by June 30, 2020 (complete)	**Performance Measure or Milestone** • Create tracking system/list to monitor progress of those that have complied with deadline to input information in Service Now • Develop Standard Operating Procedure for how agency directs taxpayers to verify employee and how staff respond to the inquiry by taxpayer prior to implementation • Develop and train staff and field personnel on verification process • Team will work with PIO office and Communications team to distribute information as it relates to employee verification process. • Team will work with Call Center Management to develop and test feasibility of IVR changes prior to 5/31/2020
Objective 3.3 Implement a statewide badge access control system	**Performance Milestone** • Expand the badge access control system to include remote sites and upgrade the

(complete)	infrastructure at the main Revenue Building by June 30, 2020
Objective 3.4 Conduct Physical security assessments at all locations and develop an improvement plan	**Performance Milestones** • Develop physical security standards by June 30, 2020 (complete) • Conduct site visits by August 31, 2020 (complete) • Analyze security gaps and develop site specific improvement plans by October 31, 2020 (new date April 30, 2021)
Objective 3.5 Develop current Evacuation and Emergency Response Plans for each DOR location	**Performance Milestones** • Update the Evacuation and Emergency Response Plan template and create a location specific plan for each DOR location by March 31, 2021 (new date June 30, 2021)

Goal 4 – Improve Communications

Objective 4.1 In order to achieve an understanding of NCDOR, create a quality assurance function that reviews all outbound communications for clarity for internal and external customers.	**Performance Milestones** • Create a team to perform a gap analysis for the purpose of determining areas within DOR's communications that need improvement (completed October 2020) • Create multiple teams to review the content of technical communications for the purpose of establishing a consistent policy for publication and dissemination to internal and external customers (First draft completed December 2020) • Consult with internal and external stakeholders, specifically targeting individuals with a varying level of tax knowledge, to determine if and other technical communications are understandable or need improvement (Ongoing through 2021)

Objective 4.2	**Performance Milestones**

In order to better engage and inform employees, focus on improved internal communications with a structured internal communications protocol, an improved internal agency website and employee emails.	• Replace employee intranet with new enhanced site, which focuses on what is working while adding employee-requested features such as more photos, calendars, employee-submitted materials, and an updated look.
	    ○ strategy discussion October 2019 through March 2020
	    ○ Vendor/software solution discussion July through October 2020
	    ○ Choose software solution: November 2020 (completed)
	    ○ Replacement transition August through December 2021
	    ○ Go-live January 2022
	 • Focus on manager-to-employee communications and employee up communication
	    ○ Develop Agency Communications Protocol February through May 2021 based upon Collections Communication Plan
	    ○ Identify Communications Pain Points and Proposed Solutions June through August 2020
	 • Create accessible opportunities for employees to share feedback and suggestions (ongoing)

Goal 5 – Improve Culture

Objective 5.1	**Performance Milestones**
Collaborate with employees that travel, in order to address concerns related to rental cars, by June 30, 2020. Specifically, address strict car return policies which result in employees modifying their itinerary creating inefficiencies and results in additional cost if not returned timely	• All Milestones Completed. • Proposed Solution – Approved by Executive Leadership • Implementation Plan – Completed. Measurements • FAQ Document – Completed April 2021 • Updated policy – Completed April 2021

Objective 5.2	Performance Milestones
Collaborate with all employees, in order to provide more opportunities to develop a better culture at DOR as it relates to the ability to Challenge the Process and Opportunities within the agency, as an ongoing process. Specifically, where staff may be reluctant to challenge management on current processes/policies as they feel their suggestion may not be considered or there could be negative ramifications to the challenger. This behavior stifles innovation and doesn't allow opportunities for improvements and increased efficiency.	• Propose and present sustainable goals for continuous improvement of culture through identifying resources, open employee engagement and solutions to leadership for implementation, by June 30, 2021. • Develop program to consist of Best Practice Process for Challenging the Process, contingent upon Executive Leadership approval. • Determine review techniques for program for new ideas or modifications, indefinitely. Measurements • Developed Best Practice Process to Challenge the Process, by September 30, 2021. • Implementation Plan – for policy challenging the process. Date of implementation is contingent upon of development of best practice solution and required resources. • Report of on-going reviews and proposed actions to move forward.
Objective 5.3	Performance Milestones
Collaborate with all employees, in order to provide more opportunities to develop a better culture at DOR as it relates to opportunities, events and communications HQ Bias within the agency, as an ongoing process. Specifically, Staff in service centers feel there may be a HQ Bias and they may have no career path and may not receive the same opportunities (events, projects, casual interaction w/leadership) as staff in HQ. This results in low morale and highly qualified employees not pursuing opportunities.	Milestone • The presentation of collaborative research, along with proposed menu of solutions, resources and implementations of preferred managed DOR practices of Culture that will enhance the DOR experience, by May 31, 2021. • Develop program to consist of Best Practice Process for HQ Bias concerns, contingent upon Executive Leadership approval. • Determine review techniques for program for new ideas or modifications, indefinitely. Measurements • Developed Best Practice Process to addressing HQ Bias defined areas, by September 30, 2021. • Implementation Plan – for addressing areas of HQ Bias. Date of implementation is contingent upon of development of best practice solution and required resources. • Report of on-going reviews and proposed actions to move forward.

Objective 5.4	Performance Milestones
Collaborate with all employees, in order to provide more opportunities to develop a better culture at DOR as it relates to opportunities, events and communications within the agency, as an ongoing process. Specifically, due to the fast pace, time sensitive and voluminous nature of our work, staff experience high stress levels. Stressed staff may result mistakes, reduction in proficiency and strained relationships with colleagues. In order to determine ways to reduce high stress levels, form a DOR cross-divisional team to determine the reasons for high stress in the workplace and ways that would reduce stress for staff. Survey staff to determine their concerns. **Objectives** • Evaluate Responses. • Provide root cause analysis. • Create an engagement model with employees. • Propose sustainable goals for continuous improvement of culture through identifying resources, open employee engagement and leadership training.	Milestone • The presentation of collaborative research, along with proposed menu of solutions, resources and implementations of preferred managed DOR practices of Culture that will enhance the DOR experience, by July 30, 2021. • Develop program to consist of proposed stress management programs, activities, trainings, and resources for employees and leadership, contingent upon Executive Leadership approval. • Determine review techniques for program for new ideas or modifications, indefinitely. Measurement • Developed Best Practice Process to addressing Stress Management, by October 31, 2021. • Implementation Plan – for addressing areas of Stress Management for employees and training for leadership. Date of implementation is contingent upon of development of best practice solution and required resources. • Report of on-going reviews and proposed actions to move forward.
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	- Determine review techniques for program for new ideas or modifications, indefinitely. **Measurement** - Developed Best Practice Process to addressing employee engagement programming, by January 31, 2022. - Implementation Plan – for addressing employee engagement program(s). Date of implementation is contingent upon of development of best practice solution and required resources. - Report of on-going reviews and proposed actions to move forward.

Goal 5 – Improve Culture	
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Goal 6 – Implement a comprehensive Knowledge Management capability	
Objective 6.1 Migrate existing knowledge articles from legacy intranet system to ServiceNow by October 31, 2020 (Completed)	**Performance Milestones** • Develop divisional content migration maps by May 15, 2020. • Provide content migration support as needed through duration of migration
Objective 6.2 Identify touchpoints in existing DOR processes for content creation or change by August 31, 2020. (Completed)	**Performance Milestones** • Meet with identified knowledge managers to identify processes within their divisions that drive knowledge creation or change by June 30, 2020. • Add knowledge management as a category to business transformation activities in DOR's formal change management process by July 31, 2020. • Create a process with the Service Desk to create knowledge article for common incidents by August 31, 2020
Objective 6.3 Communicate knowledge management timelines and expectations agency wide by August 31, 2020. (Completed)	**Performance Milestones** • Develop a communication plan for disseminating the knowledge management roadmap to the agency by May 31, 2020. • Create monthly digest style articles to include new knowledge articles published and post on the intranet

Objective 6.4	Performance Milestones
Monitor feedback and update knowledge articles and bases as content is being added within defined SLAs (Completed)	• Review user generated feedback within two business days of receipt and make necessary article adjustments • Develop a plan to update or create knowledge bases based on user feedback and business needs by July 31, 2020

Goal 7 – Implement a comprehensive Talent Management capability

Objective 7.1	Performance Milestones
The new state class and compensation system has collapsed jobs within classes which makes equity analysis very difficult. DOR has multiple jobs within each classification that need to be compensated differently based on knowledge, skills, attributes and market forces. Jobs need to be defined within classifications in order to build pay plans, career progression paths, and appropriate training plans.	All IT pay grades have been Hay pointed and are in production for use in salary & equity analysis. The remaining work will be completed and goal achieved by December 2021. • All pay grades in AT and GN15 and higher will be in production by June 2021 • All pay grades in GN14 and lower will be in production by December 2021
Objective 7.2	**Performance Milestones**
In some areas, salaries are not competitive, perhaps impacting our ability to recruit and retain highly skilled employees. The new state class and compensation system has created salary compression within classes and pay is based on longevity rather than knowledge, skills and abilities, which can create inequity among staff.	Hay work (7.1) will be completed allowing the building of pay plans. • Using the Hay points, build pay plans for jobs in IT, AT and GN15 and higher pay grades by December 2021. • Using the Hay points, build pay plans for jobs in GN14 and lower pay grades by December 2022
Objective 7.3	**Performance Milestones**
There are not clearly defined career progression paths across the Agency. Because of this, staff are left to guess the Knowledge, Skills and Abilities that are needed to best plan their long-term career at the Agency.	• Using the Hay Point system, define the career paths at the NCDOR by October 2022 • Look for large jumps in Hay points to determine if "bridge" roles may need to be created to allow better progression by November 2022 • Communicate the paths to the employees by December 2022
Objective 7.4	**Performance Milestones**
Management Training Plan	Korn Ferry 360 was selected and piloted for the standard management feedback tool in Submissions Processing. The pilot was a success and for FY2020-2021 an additional 40 managers were selected for feedback. This has also gone

	well. As a result the program is now in full production and we will continue to provide feedback for approximately 1/3 of the management every year.
	
	• Develop a standard management training program for all levels of leaders in the Department by December 2021.
	
	    • All jobs will have their leadership level identified by July 2021
	
	    • Each level of leadership will have a standard training program identified by July 2021
	
	    • All management will be reviewed to determine gaps between the standard training programs and be scheduled to complete all training by December 2022.

Objective 7.5 The hiring process is not currently designed to provide feedback to internal applicants that were not selected. The lack of feedback denies staff the ability to understand where they may have opportunities to better themselves. This lack of transparency could inadvertently leave staff the impression that the hiring process is not fair and/or that there are other non-legitimate HR factors being considered.	**Performance Milestones** The HR Business Partner (HRBP) role was defined and an internal MOU defines the interactions between the HRBP and DOR HR. All HRBP roles are now filled and in production. This goal will be completed by July 2021. • Define the standard hiring process to be used across the Department including a knowledge/skills screen, competencies screen, related internal hiring processes and feedback processes by July 2021 • Provide training on the standard hiring process by July 2021
Objective 7.6 Job descriptions vary in quality across the department causing confusion and may lack related information that is needed (e.g. mandatory designations, telework able, secondary language capability, etc.)	**Performance Milestones** Standard JD completed, including a better format and included Hay information. This goal will be completed by July 2021. • Create any necessary training and procedures by June 2021 • Begin updating all JDs and posting in ServiceNow. Any new job postings will require the new JD by July 2021
Objective 7.7 Over time, work within the agency has changed causing some areas to be overstaffed and others to be understaffed, which causes capacity issues in specific divisions/organizations. In addition, staff may not be adequately located throughout the state to efficiently address the workload.	**Performance Milestones** Goal Completed
Objective 7.8 There is no systematic process focused on the identification, selection, and growth of staff with specific competencies that are critical for the Agency to survive and prosper.	**Performance Milestones** • Define a 9-box template by June 2021 • Will work towards an agency-wide 9 box template for next NCVIP cycle (2021-2022). • Create any needed process and training by June 2021

	• Management to identify succession risks by June 2022
Objective 7.8 There is a lack of structured, constructive feedback to all levels of staff. The lack of feedback forces the staff to self-determine their own strengths and weaknesses. If a developmental plan is created, it is then, at best, uninformed which lowers the overall chance of success.	**Performance Milestones** • HR has created a new standard VIP template for use across the Department and will be in an extended pilot this cycle 2021-22 performance plans. • Template will be reviewed by December 2021 for feedback • Final VIP template will be introduced for the 2022-23 performance plans

Goal 8 – *IT Improvements*

Objective 8.1	Performance Milestones
Migrate from DIT services	- Implement new DOR network - Implement Security Operations Center - Migrate IT assets to TierPoint Data Center - Replace NCID with DOR ID Mgt. solution - Complete Implementation of UCaaS/CCaaS - Migrate DOR public web presence and content to DOR network and data center/s - Replace Mailman with Granicus govService
Objective 8.2 Improve teleworking	**Performance Milestones** - Implement Fax Server solution - Complete configuration of Rooms for Teams in service centers and training rooms - Transition to Intune for MDM - Enable use of O365 mobile applications - Enhance Azure AD and develop strategy for Azure App Portal
Objective 8.3 Modernize business systems	**Performance Milestones** - eServices upgrade – Phase II - Modernize OFP - Upgrade Fuel Tracking System - Transition IFTA to IPC - Collections Case Management – Phase I - Replace Alcohol & Tobacco System - Retire PSRM

Goal 9 – *Improve Engagement*	
Objective 9.1 OneDOR Improve the OneDOR program	**Performance Milestones** - Determine employee engagement metrics: Accurately record all financial transactions through accounting, documentation, shift count sheets. Track participation data Conduct all operations in an efficient and transparent manner. Collaborate with internal strategic teams for obtaining metrics - Produce a diverse array of initiatives, strategies, and events into an organized calendar for employee participation, education and outreach - Ensure that all of OneDOR's strategies and initiatives align with and reflect the Agency's values of Professionalism, Accountability, Integrity and Respect
Objective 9.2 – Improve Engagement	**Performance Milestones** - Provide DOR employees with a hybrid (virtual/onsite) of engagement opportunities that cultivate a commitment to community and leadership - Continue generating activities that build camaraderie, promote community, and that unite employees around a common sense of purpose. - Raise the status of the DOR as an engaged agency - Employee engagement survey by 12/2021 - Design additional events, program, initiatives by 6/2022 - Improve wellness impact by bringing together and increasing collaboration among existing wellness partners and programs by 12/2021 Summerfield Custom Wellness, HealthSmart Pharmacy, Rex Wellness, The American Red Cross, Eastern Carolina Medical Center - Support engagement and participation in the State's wellness programs and initiatives: ESMMWL, Miles for Wellness, Onsite Nutritional Counseling, State Employees' Farmer on the Mall, the Produce Box, NC Wellness and Safety Expo - Expand our virtual/online network of wellness partners and increase number of virtual/online

wellness programs and initiatives Partner with Virgin Pulse and BSDI by 12/2021

- Create a Reward and Recognition sub-Committee 4/2021
- Recognize and reward the accomplishments of employees and expand opportunities to participate:
    - Merit-based awards: Recognizing Outstanding Achievement at Revenue, Secretary's Award, Governor's Award for Excellence nominees, Employee Recommendation Program, Special projects, Ambassador Opportunities, 12/2022
    - Service-based awards: Service Awards, Anniversary letters, Retirement Ceremonies
    - Connection-based: Onboarding, New-Hire Networking, New Employee Spotlight Newsletter, Suggestion Box, Special Invitations, Employee Forums,
    - Continued commitment to advancing a hybrid model of onboarding to welcome remote and onsite employees
- Create additional virtual award/recognition ceremonies that employees find meaningful 1/2022
- Leverage the key strengths of development programs to maximize learning, opportunities, and outcomes
- Continue collaboration and development opportunities with external partners Campbell University, other state agencies: NCCU, NC State, UNC Wilmington 1/2022
- Promote cross-collaboration with other DOR divisions: KEO, Talent Management

Objective 9.3 – Community Service	**Performance Milestones**
Increase the use of the community service leave benefit and volunteerism	Provide organized monthly and quarterly opportunities to give back to the community - Continue to partner with local charities/non-profits - Increase the Agency's reputation in the community - Highlight the health benefits associated with volunteerism

	• ⬜ Increase the use of Community Service Leave at the Agency

Goal 10 – *Diversity & Inclusion*

Objective 10.1 - Demonstrate leadership commitment and accountability Demonstrate leadership commitment and accountability through agency policy, messaging, and behavior that advances diversity and inclusion goals and objectives.	**Performance Milestones** • Develop a strategic plan that aligns diversity and inclusion efforts with DOR strategic goals and objectives by December, 2021. • Create and implement a communications strategy that further elevates diversity and inclusion as a key strategic priority and reinforces leadership commitment by December, 2021. • Raise awareness by including information about diversity and inclusion on the DOR's external website, and maintaining other tools to provide updated diversity data to DOR Executive Leadership, by December, 2021.
Objective 10.2 - Foster a connected culture Cultivate a supportive, welcoming, inclusive, and fair work environment that allows employees to feel connected to the agency's mission and contribute to their full potential.	**Performance Milestones** • Partner with HBCU to increase the talent pipeline; Support a fair and systematic approach for recruiting, evaluating, and selecting individuals for DOR employ and professional development programs by December, 2021. • Collaborate with Culture and Communication Strategic Teams; Use employee feedback, including survey data, to create, update, and implement action plans to improve organizational culture; encourage leadership approaches that support employee engagement and belonging; and address specific employee concerns by December, 2021. • Continue to support and introduce employee programs and mentoring programs that enhance and encourage development opportunities by December, 2022. • Ensure DOR's programs and activities are accessible to diverse segments. Collaborate with Call Center that work with the disabled; research and find groups for potential staff augmentation by December, 2022.

	- Provide training and education in collaboration with DOR external partners, to include Korn Ferry, Skillsoft and Gartner, on diversity and inclusion matters by December, 2021.
Objective 10.3 – Build a diverse talent pipeline Pursue a comprehensive strategy to build and maintain a high-performing workforce drawn from all segments of American and global society.	**Performance Milestones** - Engage with colleges and universities, including women's colleges, Historically Black Colleges and Universities, Hispanic Serving Institutions, Tribal Colleges and Universities, and other minority-serving institutions, through career fairs, networking and recruiting events by December, 2021. - Establish and maintain partnerships with minority, women, and other diverse professional associations to help develop and maintain a pipeline of diverse candidates for employment in professional DOR occupations by December, 2021 -
Objective 10.4 – Leverage diversity and inclusion for mission effectiveness Use DOR resources and services in a manner that reflects diversity of citizens and businesses.	**Performance Milestones** - Promote diverse participation and perspectives in all facets of the DOR's mission and in the DOR's Strategic and Employee Committees by June, 2022.Recruit additional partners for the Speaker Series 1/2022 - Ensure that diverse voices are represented in programming, such as agency-wide events, mission-focused training, advisory committee composition, and participation in roundtables and similar events by June, 2022.

Goal 11 – *Agency EEO Commitment*

Objective 11.1 - Increase transparency around EEO metrics and encourage agency-wide participation in EEO initiatives Historically, EEO statistics and program initiatives have been reported annually, with the yearly release of the agency EEO plan. In an effort to increase transparency around EEO metrics, the Agency EEO Officer will provide	**Performance Milestones** - Beginning summer 2021, the Agency EEO Officer will provide the CEO, COO and HR Director with quarterly updates on EEO metrics including: - Statistics on underrepresented groups and progress made towards meeting hiring goals

more regular data and updates on EEO goals to Leadership.	- Upcoming training opportunities - Updates on previous training opportunities - Policy and practice updates - EEO complaint trends - Running FAQ
Objective 11.2 - EEO Plan for Quality Sourcing and Diverse Pools Driving diversity and inclusion through the recruitment process by collaborating and integrating the agency's EEO Plan.	**Performance Milestones** - Incorporate EEO data into Hay Points - Improve underrepresentation - Identify resources for underrepresented categories with recruitment - Provide quarterly updates to agency on recruitment and selection trends
Objective 11.3 – The DOR EEO Committee will develop and review strategies, systems, policies and guidelines to implement and enhance the Agency's Equal Employment Opportunity (EEO) Plan The committee will promote and foster education and outreach initiatives that showcase the agency's commitment to diversity and inclusion.	**Performance Milestones** - Sponsor training, events and other activities in support of the Agency's EEO goals - Collect and analyze data to inform DOR Leadership of the Agency's progress towards meeting its stated EEO goals

Goal 12 – *evidence-based decision-making and equity*

Objective 12.1 - Create a culture that makes well informed decisions about agency policies, administrative priorities, programs, initiatives, and projects by putting the best available evidence from research at the heart of development and implementation.	**Performance Milestones** - Beginning May 2021 create the Department of the Assistant Secretary of Tax Research - Begin review of available data regarding agency policies, administrative priorities, programs, initiatives
Objective 12.2 - Partnering with practitioners, university researchers and student interns with an emphasis on historically black colleges and universities to develop a body of current research that informs decision-making on all aspects of policy programs and projects.	**Performance Milestones** - Beginning June 2021 review all current research projects and existing relationships - Prioritize existing projects and determine any immediately needed projects - Establish KPI and goals

Objective 12.3 – The use of modeling and other analytical tools to examine the impact of policies, programs, and projects on specific constituents and stakeholders to determine the nature of the impact and issues of equity that may arise	**Performance Milestones** • Beginning June 2021 review the extra credit grant program for impact analysis • Beginning by January 2022 define additional projects to review for impact analysis

4. Highlights and Opportunities

Agency Highlights and Best Practices

2020 Accomplishments

- Funded public services benefiting the people of North Carolina
  - Collected $23 billion for the state General Fund and $3.8 billion for local governments to fund schools, roads, public safety, health care, and other vital public services.
  - Processed 11 million tax returns and sent out 2.6 million refunds totaling $2.3 billion.
  - Increased sales tax collections, particularly from online sales, and provided critical state and local funding during the COVID-19 pandemic and future state budget availability.
- Continued critical operations and customer service throughout pandemic
  - Quickly transitioned nearly 90 percent of a 1,400-member workforce to teleworking over the course of several weeks to maintain critical operations, including most customer service agents.
  - Successfully managed three major tax-filing deadlines during pandemic (including an unplanned July 15 deadline), providing critical funding for the state and local governments.
  - Worked with taxpayers financially affected by pandemic to ensure flexibility and compassion during difficult economic period.
- Distributed COVID-19 funding for families with children
  - Successfully administered Extra Credit Grant Program, the legislatively-mandated initiative to provide $335 to families with children to assist with virtual learning and childcare needs.
  - Sent more than 1 million checks to North Carolinians within 6 weeks of the program's passage.
- Increased identity theft/ refund fraud protection and data security
  - Enhanced screening stopped more than 30,000 cases totaling in excess of $50 million in fraudulent tax refunds from being issued.
- Improved outreach
  - Partnered with AARP to help prevent identity theft targeted at seniors.
  - Hired Latino Outreach Coordinator to improve outreach and tax compliance among Latino/Hispanic population.
  - Launched agency website translated into Spanish.

Potential Initiatives

(Insert a description of any additional initiatives that your agency envisions and would like to take on but does not currently have the resources to undertake).

Collaborative Opportunities

(Insert any identified opportunities for statewide or inter-agency collaborative initiatives that would yield significant efficiencies or improve effectiveness in State programs).